

Project Closeout Report

A. General Information

Provide basic information about the project including: Project Title – The proper name used to identify this project; Project Working Title – The working name or acronym that will be used for the project; Proponent Secretary – The Secretary to whom the proponent agency is assigned or the Secretary that is sponsoring an enterprise project; Proponent Agency – The agency that will be responsible for the management of the project; Prepared by – The person(s) preparing this document; Date/Control Number – The date the report is finalized and the change or configuration item control number assigned.

Project Title:	<u>Automated License Delivery System</u>	Project Working Title:	<u>Point of Sale (POS)</u>
Proponent Secretary:	<u>Natural Resources</u>	Proponent Agency:	<u>VDGIF</u>
Prepared by:	<u>Kathy Graham, PMP</u>	Date/ Control Number:	<u>9/11/06 2.0</u>

B. Project Deliverables

List all Project Deliverables and the date each was accepted by the user. Identify any contingencies or conditions related to the acceptance.

<i>Deliverable</i>	<i>Date Accepted</i>	<i>Contingencies or Conditions</i>
Detailed Design Document	May 15, 2005	Includes all license sales functions.
Agent and ACH Agreements	July 14, 2005	Board approved.
Testing Documentation	July 18, 2005	Includes all customer functions.
Agent Maintenance Module	Aug. 8, 2005	Sell all licenses except duck blinds and lifetime licenses.
Software Release	August 18, 2005	Testing completed.
User Documentation	Aug. 18, 2005 Rev. Sept. 9, Oct. 8	Included all user functions.
Payments Module	Sep. 7, 2005	Payment by ACH only.
Training Video	Oct. 8, 2005	
Sales Accounting Module	Nov, 21, 2005	Completion required before first agent invoices due.

License Accounting Interface	Dec. 2, 2005	
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C. Performance Baseline

<i>Project Business Objective</i>	<i>Performance Goal</i>	<i>Results</i>
Build electronic constituent database.	All license customers will be required to provide information.	Achieved.
Provide faster, more efficient and higher quality service to customers.	Multiple licenses may be issued on one page; licenses sold in < 6 min. each; license replacements may be purchased from any agent; subsequent licenses will already have customer info.	Achieved. 90% of licenses sold in 4 min or less.
Minimize paperwork and inventory management for agents.	No need for paper licenses or license books; no need to pay DGIF manually; no need to track sales.	Achieved. System tracks sales and revenue for agents; all payments are electronic.
Streamline operational management of back-end systems.	All agent and sales information is stored electronically and easily accessed. License sales data stored in data warehouse.	Achieved.
Improve cash flow through more timely and efficient revenue collection.	All agents use ACH or EFT to pay DGIF on a monthly basis.	Achieved. All payments received monthly or weekly depending on sales volume; agents who fail to pay are shut off.

Document how the project performed against each Performance Goal established in the Project Performance Plan.

D. Cost (Budget) Baseline

State the Planned Cost and Funding for the project, as approved in the Initial Cost Baseline and the Project Charter. State the Actual Cost and Funding at completion. Document and explain all cost and funding variances, including approved changes to the cost baseline.

Expenditures (\$235,491)				
	<i>Planned</i>	<i>Actual</i>	<i>Variance</i>	<i>Explanation</i>
<i>Internal Staff Labor</i>	\$90,000	\$57,959	-\$32,041	Staff time was lower than expected.
<i>Services</i>	\$125,000	\$147,510	\$22,510	Project relied heavily on costly contract services.
<i>Software Tools</i>				
<i>Hardware</i>				
<i>Materials and Supplies</i>				
<i>Facilities</i>				

<i>Telecommunications</i>				
<i>Training</i>				
<i>Contingency (Risk)</i>	\$24,000	\$0	1\$24,000	
<i>IV&V</i>	\$11,000	\$24,375	\$13,375	IV&V cost more than anticipated.
<i>Total</i>	250,000	\$229,844	-\$20,156	Completed 8% under budget

Funding Source (\$235,491)				
	<i>Planned</i>	<i>Actual</i>	<i>Variance</i>	<i>Explanation</i>
<i>General Fund</i>				
<i>Non-General Fund</i>	\$250,000	\$235,491	-\$20,156	8% variance
<i>Federal</i>				
<i>Other</i>				
<i>Total</i>	\$250,000	\$235,491	-\$20,156	8% variance

E. Schedule Baseline

Compare the initial approved schedule baseline against the actual completion dates. Enter the planned start and finish dates from the initial schedule baseline. Document all actual start, finish dates, and explain any schedule variances, including approved changes to the schedule baseline

<i>WBS Elements Activity or Task</i>	<i>Planned Start Date</i>	<i>Actual Start Date</i>	<i>Planned Finish Date</i>	<i>Actual Finish Date</i>	<i>Variance</i>	<i>Explanation of Variance</i>
Project Plan Complete	2/1/05	4/1/05	4/8/05	5/10/05	21 days	Approval from ITIB and SNR.
IV&V pre-execution	2/1/05	2/15/05	4/12/05	6/10/05	18 days	Contract took time to secure.
Requirements development	2/1/05	4/13/05	4/13/05	4/13/05	0 days	
Detailed design	4/13/05	5/10/05	5/15/05	5/15/05	0 days	
Development	5/15/05	12/2/05	6/15/05	6/15/05	0 days	
Testing	6/15/05	5/12/05	6/30/05	6/30/05	0 days	
User Documentation	5/15/05	5/15/05	6/30/05	8/18/05	0 days	Interface changes.
User Training	5/12/05	5/12/05	6/30/06	11/30/05	-140 days	Implementation completed.
Software Release	6/30/05	8/1/05	6/30/05	8/18/05	20 days	Last-minute issues delayed release.
IV&V Close-Out	7/1/05	10/03/05	7/1/05	10/03/05	60 days	IV&V contractor not available.
Project Close Out	6/30/06	8/1/06	6/30/06	8/15/06	30 days	PM moved on to other projects.

F. Scope

Document any changes to the Project Scope and their impact on Performance, Cost, or Schedule Baselines.

<i>Scope Change</i>	<i>Impact of Scope Change</i>
No changes to scope occurred.	

G. Operations and Maintenance

Describe the plan for operation and maintenance of the product, good, or service delivered by the project. State the projected annual cost to operate and maintain the product, good, or service. Identify where and why this projection of cost differs (if it differs) from the Project Proposal. If the operation and maintenance plan is not in place, what is the target date for the plan and what is the impact of not having operations and maintenance for the product, good, or services in place.

1. Operations and Maintenance Plan

The first year after the release of the system (FY06), DGIF will enhance and modify the system per owner, sponsor, business unit, and agent input. Enhancements to the license accounting and reporting functions, as well as synchronization between Virginia.gov and DGIF systems, will be the main focus of this year. Costs were predicted to be the same as those projected in the project plan, namely \$64,000 for the year. In fact, costs were almost exactly this amount (see subsection 2 of Operations and Maintenance, below).

Subsequent years will focus on maintenance of the system, with some limited modifications depending on changes to license regulations. For example, duck blind licenses may be included in the automated system if the regulations are changed to allow this. Modifications could be more substantial if the system is modified to sell lifetime licenses or if game checking is integrated with the system. Costs are not expected to exceed the projected \$64,000 for each year, however.

2. Operations and Maintenance Cost

FY 2005

Expenditures (\$000)				
	<i>Planned</i>	<i>Actual</i>	<i>Variance</i>	<i>Explanation</i>
<i>Internal Staff Labor</i>	\$64,000	\$0	-\$64,000	Project in execution
<i>Services</i>				
<i>Software Tools</i>				
<i>Hardware</i>				
<i>Materials and Supplies</i>				
<i>Facilities</i>				
<i>Telecommunications</i>				
<i>Training</i>				
<i>Contingency (Risk)</i>				
<i>Total</i>	\$64,000	\$0	-\$64,000	Project in execution

Funding Source (\$000)				
	<i>Planned</i>	<i>Actual</i>	<i>Variance</i>	<i>Explanation</i>
<i>General Fund</i>				
<i>Non-General Fund</i>	\$64,000	\$0	-\$64,000	Project in execution
<i>Federal</i>				
<i>Other</i>				
<i>Total</i>	\$64,000	\$0	-\$64,000	Project in execution

FY2006

Expenditures (\$000)				
	<i>Planned</i>	<i>Actual</i>	<i>Variance</i>	<i>Explanation</i>
<i>Internal Staff Labor</i>	\$64,000	\$22,189.00	-\$41,811	A primary team member is on contract not staff
<i>Services</i>	\$0	\$40,013.00	\$40,013	A primary team member is on contract not staff
<i>Software Tools</i>				
<i>Hardware</i>				
<i>Materials and Supplies</i>				
<i>Facilities</i>				
<i>Telecommunications</i>				
<i>Training</i>				
<i>Contingency (Risk)</i>				
<i>Total</i>	\$64,000	\$62,202	-\$1,798	

Funding Source (\$000)				
	<i>Planned</i>	<i>Actual</i>	<i>Variance</i>	<i>Explanation</i>
<i>General Fund</i>				
<i>Non-General Fund</i>	\$64,000	\$62,202	-\$1,798	
<i>Federal</i>				
<i>Other</i>				
<i>Total</i>	\$64,000	\$62,202	-\$1,798	

H. Project Resources

List the Resources specified in the Resource Plan and used by the project. Identify to whom each resource was transferred and when it was transferred. Account for all project resources utilized by the project.

<i>Resource (Describe or name the resource used)</i>	<i>Person or Organization Who Received Resource</i>	<i>Turnover Date</i>
<i>Project Team</i>		
Carman Houston	CRM	Dec. 12, 2005
Doreen Richmond	CRM	Dec. 12, 2005
Prashant Dixit	CRM/Money Mgr.	Dec. 12, 2005
Pranav Vora	CWD	Sep. 21, 2005
James Evins	Assets	Sept. 27, 2005
Sri Banchoday	SPC	Nov. 30, 2005
<i>Customer Support</i>		
Carman Houston	N/A	N/A
Doreen Richmond	N/A	N/A

I. Project Documentation

Identify all project documentation materials stored in the project library or other repository. Identify the type of media used and the disposition of the project documentation (see Communications Plan).

<i>Report(s) and Document(s)</i>	<i>Media Used</i>	<i>Storage Location</i>	<i>Disposition</i>
Proposal	.doc	POS DVD	Kathy's file, off-site backup location
Charter	.doc	POS DVD	" "
Plan	.mpp	POS DVD	" "
Change & Configuration Mgmt Plan	.doc	POS DVD	" "
Communications Plan		POS DVD	" "
Complexity Matrix	.pdf	POS DVD	" "
Issue Mgmt Log	.xls	POS DVD	" "
Org. Breakdown Struct.	.doc	POS DVD	" "
People Change Mgmt Plan	.doc	POS DVD	" "
Cost Benefit Analysis	.doc	POS DVD	" "
ITIB Approval Ltr	.pdf	POS DVD	" "
Resource Plan	.doc	POS DVD	" "
Risk Mgmt Plan	.doc	POS DVD	" "
Agent Agreements and Mailings	.doc	POS DVD	" "
Powerpoint Presentations	.ppt	POS DVD	" "
Training Materials	.doc, .ppt	POS DVD	" "
Dashboard Updates		POS DVD	" "
Status Reports	.doc	POS DVD	" "

J. Lessons Learned

Identify Lessons Learned for feedback to the Commonwealth Project Management process. Lessons Learned should be stated in terms of Problems (or issues) and Corrective Actions taken. Provide a brief discussion of the problem that identifies its nature, source, and impact. Site any references that provide additional detail. References may include project reports, plans, issue logs, change management documents, and general literature or guidance used that comes from another source.

<i>Statement of Problem</i>	<i>Discussion</i>	<i>References</i>	<i>Corrective Actions</i>
Vendor did not deliver promised server capacity.	Virginia.gov server failed, load balancing malfunctioned, and system was slow.	Issue Log	Revise contract to set performance standards and require load testing, and set consequences for failure.
There is no backup system for POS.	If POS goes down, only options are online or phone sales systems.	Issue Log	Discuss backup system with vendor; discuss possibility of developing in-house backup system (customer service center).
Vendor needs to report system performance on a regular basis.	Performance reporting could indicate impending problems.	Issue Log	Require performance reporting on a weekly or bi-weekly basis.


Lead programmer experienced many interruptions and competing demands from other projects	Carman is involved in almost all projects, and also provides a lot of operation support to License Accounting and other business units.	Risk Log	Filter calls through customer service center or project manager. Train other programmers to handle issues. Train business unit on how to generate reports and handle issues.
Risk and issue management needs to be given more attention.	Some of the risks and issues caught project team by surprise.	N/A	PM review issues and risk logs with team on weekly basis during execution phase.
Change management should be given more attention.	Agents and license accountants had issues with accepting the new application. These could have prevented successful implementation.	Risk log	Project should involve change management plan but responsibility must be primarily with the business unit.
Key end user group should be involved in project.	Some of the performance and usability issues could have been addressed earlier if a key end user group had been involved.	Risk log	Key end users groups required for all major projects.
Training needs to be set up further ahead of time to improve attendance. Directions need to be clearer. Agents need to be reminded of classes.	Attendance was not as good as it could have been due to short notice or class not close enough. Some agents forgot or did not have good directions.	N/A	Set up training 1 month ahead of time and advertise it widely. Follow up with phone call reminders.

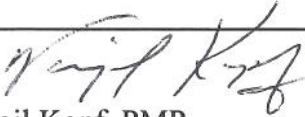
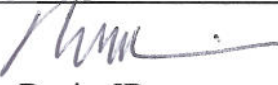
K. Dates for Post Implementation Review and Report

Identify the date for completing the post implementation report and the person responsible for this action.

<i>Action</i>	<i>Date</i>	<i>Responsible Person</i>
Post - Implementation Review	September 30, 2006	Kathy Graham
Post - Implementation Report	September 30, 2006	Kathy Graham

L. Approvals

<i>Position/Title</i>	<i>Signature/Printed Name/Title</i>	<i>Date</i>
Project Manager	 Kathy Graham, PMP	9/11/2006

<i>Project Sponsor</i>	 Virgil Kopf, PMP	9/11/2006
<i>Program/Agency Management</i>	 Ray Davis, JD	9/19/06